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Your *Incentive Awards* Program



FARMER COOPERATIVE SERVICE
U. S. DEPARTMENT OF AGRICULTURE
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PART I

PURPOSE

PURPOSE

This Manual provides procedures for the administration of the Farmer Cooperative Service Incentive Awards Program, authorized under Title III of Public Law 763, 83rd Congress, approved September 1, 1954.

The program is in conformance with pertinent regulations and instructions issued by the Civil Service Commission and the Department of Agriculture.

PART II

POLICY

POLICY

A. General

It shall be the policy of FCS to use incentive awards as an integral part of supervision and management by the recognition of employees who by their suggestions, inventions, superior accomplishments or other personal efforts, contribute to the efficiency, economy, or other improvement of our operations, or who perform special acts or services in the public interest related to their official employment.

B. Types of Awards

There are two kinds of awards - cash and honorary. Cash awards up to \$25,000 may be granted for contributions resulting in monetary savings or intangible benefits to the Government. Cash awards shall be granted in recognition of contributions of the suggestion or single idea type and for sustained superior performance. Creative efforts, important contributions to science, research, management or operations, to the public or in the public interest may receive cash awards, but shall generally be recognized by honorary awards.

C. Recognition

Recognition given employees under the Act shall be recorded in the official personnel folders and shall be considered in qualifying and selecting employees for promotion. Supervisors shall be considered for monetary recognition when there is evidence that they have done an outstanding job in motivating the interest and participation of their employees in the plan.

D. Coverage

All FCS employees with any type of appointment are eligible to participate in the program.

PART III

DEFINITIONS

DEFINITIONS

A. Act

The term "Act" means Title III of Public Law 763, 83rd Congress, approved September 1, 1954, referred to as the Government Employees' Incentive Awards Act.

B. Department

The term "Department" means the United States Department of Agriculture.

C. Employee Contribution

The term "employee contribution" means (1) a suggestion, invention, superior accomplishment, outstanding performance, or other personal effort which contributes to the efficiency, economy, or other improvement of Government operations, or (2) the performance by an employee of a special act or service in the public interest in connection with or related to his official employment. To be considered for an incentive award an employee contribution must be described in writing.

D. Incentive Award

The term "incentive award" means either a cash award, an honorary award, or both.

E. Honorary Award

The term "honorary award" means a Distinguished Service Award, Superior Service Award, or Length-of-Service Award granted by the Secretary.

F. Outstanding Performance Award

The term "outstanding performance award" shall be used to designate a cash award given for sustained superior performance, in order to differentiate this type of award from the Superior Award, which denotes honorary recognition by the Secretary.

G. Presidential Award

The term "Presidential Award" means an award granted by the President in accordance with the Act.

H. Committee

The term "Committee" means the FCS Incentive Awards Committee, established by the Administrator.

PART IV

DELEGATION OF AUTHORITY AND RESPONSIBILITIES

DELEGATION OF AUTHORITY AND RESPONSIBILITIES

A. Delegation of Authority to Committee

The FCS Incentive Awards Committee is authorized (1) to approve cash awards up to and including \$300, and (2) to recommend to the Administrator for referral to the Department awards in excess of \$300 or honorary awards and other actions requiring Departmental approval.

B. Responsibilities Under FCS Incentive Awards Program

1. FCS Incentive Awards Committee

The Committee shall be composed of at least seven members including the Chairman and Executive Secretary, who shall be a representative of the FCS Personnel Office. The Committee shall review and act upon incentive award recommendations, execute and implement the program in the Service, and recommend policy and procedures. It shall also take final action to settle disputes, appeals, and complaints.

2. Executive Secretary

It shall be the responsibility of the Executive Secretary to actively direct and administer the program in the Service and provide necessary staff assistance to the Committee. He shall also maintain liaison with the Department on all matters pertaining to the program, publicize awards and information on the program, and execute the committee's orders and decisions.

3. Role of Supervisor

Supervisors are expected to actively assist in the promotion and operation of the program. They are expected to fully understand the purpose and operation of the program and to encourage employees to submit suggestions for consideration. They should assist employees in the development or testing of ideas, and promptly evaluate recommendations received from employees, other supervisors or the Committee. Supervisors are also responsible for the identification of candidates for cash awards or honorary awards based on performance discovered through performance rating review or other appraisals of work of individuals or units.

PART V

CASH AWARDS

CASH AWARDS

A. Types of Cash Awards

There are three types of cash awards as follows:

1. Suggestion or invention awards.
2. Outstanding performance awards.
3. Special act or service awards.

Examples of ideas and performance which warrant consideration include:

1. An idea which results in important improvement in operations. Originality of the idea is unnecessary.
2. The suggestion or development of an invention. Whether or not it is eligible for a patent is immaterial.
3. Performance whereby previously unattained records of production are achieved or top performance in accordance with production records.
4. Sustained superior performance that merits recognition (formerly recognized, in most instances, by a step increase for superior accomplishment).
5. Performance which involves the overcoming of exceptional or unusual difficulties.

B. Eligibility

Employee contributions are eligible for a cash award when they are either (1) outside the employee's job responsibilities, or (2) within employee's job responsibilities, but sufficiently superior or meritorious as to warrant special recognition. In determining whether a contribution is within an employee's job responsibilities, the Committee will consider position descriptions, performance requirements, supervisors' interpretations, authority necessary to place contribution into effect, and other related factors. If it is determined to be within his job responsibilities, the contribution must be sufficiently unique to warrant recognition. Determination of eligibility shall be fully documented by the Committee.

C. Limitations

The minimum cash award is \$10. The maximum award payable by the FCS Committee is \$300. Contributions which justify an

award in excess of \$300 will be recommended to the Administrator for referral to the Department. The Department may approve awards up to \$5,000. Contributions justifying awards in excess of \$5,000 will be recommended by the Department to the Civil Service Commission which may approve awards up to and including \$25,000.

D. Group Awards

Where a contribution has been made by more than one employee or by a group of employees, all employees contributing, including supervisors may join in the awards. Such awards may be distributed on an equal basis or on such other basis as may be proportional to their participation in the contribution. The total of a group award should generally not exceed the amount authorized for that type of award to an individual, except that a \$10 minimum award shall be given to each employee in a group. Exceptions to this rule shall be submitted by the Administrator to the Department Director of Personnel for prior approval.

E. Award Scale for Monetary Savings

Cash awards based on monetary savings shall normally be based on estimated savings resulting from the contribution's first full year of operation. The amount of the award shall be determined in accordance with the following table:

<u>Savings</u>	<u>Amount of Award</u>
\$1 - \$200	\$10
\$201 - \$1,000	\$10 for the first \$200 in savings and \$5 for each additional \$100 or fraction thereof.
\$1,001 - \$10,000	\$50 for the first \$1,000 in savings and \$5 for each additional \$200 or fraction thereof.
\$10,001 - \$100,000	\$275 for the first \$10,000 in savings and \$5 for each additional \$1,000 or fraction thereof.
\$100,000 or more	\$725 for the first \$100,000 in savings and \$5 for each additional \$5,000 or fraction thereof.

If, for special reasons, the Committee believes that a different amount is justified, the case should be submitted to the Administrator for referral to the Department Director of Personnel, with complete justification.

Documentation of such awards by the FCS Incentive Awards Committee shall:

1. indicate the method used in determining the savings.
2. Account for the savings as either:
 - a. Appropriation or fund savings.
 - b. Increased output at the same cost.
 - c. Application of resources saved to some other necessary activity.

F. Award Scale for Intangible Awards

A cash award may be made for an adopted contribution which does not lend itself to appraisal on the basis of monetary savings or results in combined intangible benefits and monetary savings. General criteria for appraising an award based on intangible benefits are:

1. Increased efficiency.
2. Conservation of Property.
3. Improved working conditions.
4. Better service.
5. Other types of improvement.

In determining the amount of the award, consideration should be given to such factors as extent and scope of application, significance of the contribution, and importance of the program affected. Intangible awards will be determined in accordance with the intangible awards table, set forth below:

<u>Value of Benefit</u>	<u>Branch</u>	<u>Division</u>	<u>FCS-Wide</u>	<u>Dept.-Wide</u>
Limited	\$ -	\$ 10-25	\$ 25-100	\$ 100-300
Moderate	-	100-300	300-500	500-725
High	300-500	500-725	725-1000	1000-2000
Outstanding	725-1000	1000-2000	2000-3000	3000-5000

Evaluation of Table:

Limited	Limited potential value, minor change in procedures, simple modification of methods.
Moderate	(1) Involving an important improvement affecting minor programs.
	(2) Involving important changes in methods or procedures.
High	(1) Involving a major improvement, usually affecting major programs.
	(2) Involving major changes in methods or procedures.
Outstanding	Involving outstanding improvements, materially affecting major programs.

If for special reasons the Committee believes that a different amount is justified, the case should be submitted to the Administrator for approval or for referral to the Department Director of Personnel if the award exceeds \$300.

G. Award Scale for Sustained Superior Performance

When no tangible savings are involved and the award is based solely on sustained superior performance of a period of not less than six months, cash awards will be determined in accordance with the following table:

<u>Grade</u>	<u>Amount of Award</u>
GS- 1 to 4, inclusive	\$100
GS- 5 to 10, inclusive	200
GS-11 and up	300

Not more than one such award of this type may be granted in any eighteen month period. Outstanding performance awards are not payable when a high rate of production results solely from innovations or improvements installed by management for the purpose of increasing production. Such general factors as long and faithful service, punctuality, cooperation, and performance of voluntary overtime are not proper bases for cash awards.

H. Combined Intangible Benefits and Monetary Savings

Normally, awards will be based on either, but not both, types of benefits. Awards based on monetary savings will be limited to the amount determined by the monetary savings since it is felt that intangible benefits can be attributed to the majority of achievements. Awards based on intangible benefits should be determined in accordance with the intangible awards table. However, in exceptional cases where significant monetary savings occur, the intangible award may be increased to include the awards value based on monetary savings.

I. Review for Possible Honorary Recognition

The FCS Incentive Awards Committee shall review all cash award cases for possible honorary recognition. If a contribution is to be recognized by both cash and honorary award, the cash award must in all cases be made prior to honorary recognition, as an achievement recognized by the Secretary as warranting a Superior or Distinguished Award may not later be used as a basis for a cash award.

J. Presentation

Awards for suggestions adopted within the Agency or by other agencies within the Department will be presented at a ceremony conducted by the Service. The Department Director of Personnel will present cash awards for suggestions adopted on a Department-wide basis, and in other Departments within the Federal Service.

PART VI

PROCESSING OF EMPLOYEE SUGGESTIONS

PROCESSING OF EMPLOYEE SUGGESTIONS

A. Employee Suggestions

1. Submission

Suggestions must be submitted in writing to be eligible for award consideration and may be submitted by the employee or his supervisor. If the suggestion is placed into effect before submission in writing, an award may be considered, provided an explanation of the circumstances and a description of the benefits are submitted to the Committee within six months from the date of installation of the suggestion. Form AD-287 "Employee Suggestion" is available for convenience in submitting suggestions. Each proposal should include (1) description of the present or former method, (2) description of new or proposed method, and (3) benefits of suggestion.

Supervisors receiving suggestions should date them, recommend rejection or approval with their reasons, and forward them to the Committee.

2. Processing by Committee

a. Referral

Suggestions received by the Committee will be dated by the Executive Secretary and recorded as received. After receipt the suggestion will be referred to an appropriate supervisor or other official for review and recommendation within 15 days and return to the Committee. If the suggestion is adopted by a reviewer, it should be so indicated with an appraisal of monetary savings or other benefits.

b. Eligibility

A suggestion will be considered as adopted and eligible for award when it is put into effect or a determination made for its early use.

c. Award Claim Period

A two year period following the date of Committee decision on a suggestion is designated as the award claim period. If the suggestion is adopted in this period or other action taken to increase benefits, the originator, any official, or the Committee may reopen the case for award consideration.

d. Release of Further Claim

The acceptance of a cash award by an employee constitutes an agreement that the use by the Government of the contribution shall not be the basis of a further claim on the Government.

e. Partial Awards

No two employees may be given cash awards for the same contribution except in a group award. Partial awards not exceeding \$50 may be made where experimental work, trial tests, or other delays will be necessary to determine the value of an idea. Final awards will be made as indicated in Part V. Supplemental awards may also be made based on wider adoption of the improvement or other factors.

f. Approval

Upon favorable action by the Committee on a suggestion, it will process and approve Form AD-287-2, "Appraisal Report", and submit a copy to (1) the Budget and Fiscal Office for budget clearance and payment of the award, and (2) the Personnel Office for filing in the official personnel folder. If the award exceeds \$300, the Form AD-287-2 will be submitted to the Administrator for referral to the Department. The Committee will prepare a letter of commendation for signature of the Administrator for all awards approved by the Committee and will arrange for suitable higher recognition for all awards approved at higher levels.

g. Documentation

The Committee shall maintain records of each award granted, including the basis for determination of the type and amount of award. Employee contributions shall be processed promptly by the Committee.

h. Review

All approved suggestions shall be reviewed by the Committee to determine those which might be used throughout the Department or throughout the Federal Service. Approved suggestions selected for wider use shall be reported by the Committee to the U.S.D.A. Office of Personnel on Form AD-287-4 for inclusion in the Quarterly Digest. In case of suggestions adopted by other agencies, the procedures set forth in the Department Regulations shall be observed.

The Quarterly Digest issued by the U.S.D.A. Office of Personnel shall be reviewed by the Committee, and those suggestions applicable to the Service shall be referred for review as indicated in subparagraph VI-A-2a above. Upon adoption of a suggestion from the Digest, the Committee shall report the action within six months after the date of the Digest on Form AD-287-5 to the U.S.D.A. Director of Personnel and the agency concerned. Upon notification this Service will pay its share of the award as provided in the Department Regulations.

i. Rejections

In the case of rejected suggestions, the Committee will indicate in writing the reasons for the action taken. The rejection will include an appropriate appreciation for the interest of the employee in making the suggestion.

PART VII

OUTSTANDING PERFORMANCE AWARDS

OUTSTANDING PERFORMANCE AWARDS

A. Submission of Award Recommendations

A recommendation for an outstanding performance award will normally be initiated by the immediate supervisor. However, the recommendation may be submitted by any official or supervisor who is able to properly document the proposal. Employees do not initiate this type of award recommendation for themselves. It is the responsibility of management and supervision to see that employees are recommended for award consideration when their work performance appears to warrant recognition. Opportunities for recommending such awards may occur when performance ratings are prepared, special projects are completed, or by periodic review of employee and group performance by the Awards Committee. In any instance, the recommendation should be initiated immediately after the accomplishment is discovered. The recommendation must be initiated within six months immediately following the date of completion of the period of performance.

B. Outstanding Performance Ratings

It is not required that an employee receive an outstanding performance rating in order to qualify for an outstanding performance award. However, an employee who receives an outstanding rating will be considered for a performance award if he is otherwise eligible.

C. Limitations

A minimum time limit of six months is prescribed for an outstanding performance award. Not more than one performance award based on sustained superior performance will be submitted for the same employee during any eighteen month period.

D. Documentation

Award recommendations shall include the following:

1. Name of employee.
2. Division or Office.
3. Official Headquarters.
4. Position title, grade and salary of the employee as of the date of completion of the contribution on which the award recommendation is based. If, at the time the recommendation is submitted, the position title, grade and salary of the employee is different or a change is contemplated, this fact should be indicated.

5. The period of performance, by dates, on which the recommendation is based.
6. Summary of the contribution in not more than 40 words.
7. The explanation must clearly state the elements of the employee's position pertinent to the recommendation, and describe, with examples, instances, statistics, etc., how the performance in connection with the pertinent elements is such that a performance award is justified.
8. Data concerning benefits as a result of the employee's contribution.
9. List of cash awards, if any, granted the employee during the period of performance on which the recommendation is based.
10. Statement of employee's duties.

A copy of approved performance awards shall be forwarded to the Department Office of Personnel.

F. Evaluation of Performance

Those who initiate awards, supervisors and officials who receive award proposals for review and comment, and awards committee members should be guided by the following in making their decisions concerning outstanding performance award recommendations:

1. The employee's position description, assigned duties, and the normal performance requirements of his position. The important factor is the degree to which the employee's contribution exceeds the normal requirements of the work for which he is being paid.
2. The degree of improvement effected by the employee should be determined and considered in relation to the employee's job responsibilities. Normally, to be entitled to an award, higher level employees will be expected to effect more significant improvements than employees in the lower grades.
3. The extent to which an employee's contribution has a beneficial effect outside his immediate office is not in itself a qualifying factor but is one to be considered along with the degree to which the contribution exceeded the normal requirements of the work for which the employee is being paid.

4. It is especially important that a performance type award should serve as an incentive to others to improve their effectiveness and worth as government employees. It should be granted only when it will be recognized by fellow employees and associates as deserved recognition.
5. In determining entitlement to an award based on sustained superior performance, no credit can be given to any period of performance of the employee in a grade below his assignment at the time the award is paid, unless it can be determined to the satisfaction of the Committee that the promotion to the higher grade was not the result of the employee's sustained superior performance at the lower level. In those instances where the sustained superior performance was the determining factor in causing the promotion, the promotion is considered adequate recognition for the superior performance in the lower grade.
6. Supervisors and evaluating officials should provide positive evaluations and comments concerning the contributions described in the recommendation stating specifically why approval or disapproval is recommended. Routine endorsements of "approval" or "disapproval" are of little value to the Awards Committee in determining appropriate action on an award recommendation.

PART VIII

HONORARY AWARDS

HONORARY AWARDS

A. Types of Honorary Awards

1. Distinguished Service Award

Employees whose achievements qualify for the Distinguished Service Award (individual citation) will be presented by the Secretary of Agriculture, with a gold medal, a certificate, and a gold lapel emblem. The Distinguished Service Award (unit citation) will consist of a gold medal and a plaque identifying the unit and briefly describing the achievement.

2. Superior Service Award

Employees whose achievements qualify for the Superior Service Award (individual citation) will be presented by the Secretary of Agriculture with a silver medal, a certificate, and a silver lapel emblem. The Superior Service Award (unit citation) will consist of a silver medal and a plaque identifying the unit and briefly describing the achievement.

3. Length-of-Service Award

Ten or more years of service with the Department is deemed to be worthy of recognition by an award of an appropriate length-of-service emblem. The Length-of-Service Award will consist of a miniature shield and a certificate. The emblem will have an enamel panel of green for 10 years of service, white for 20, red for 30, blue for 40, and gold for 50.

B. Eligibility Standards

1. General Qualifications

Any person shall be eligible for an award for services rendered while employed by the Department. An "employee" is defined as a person holding some type of appointment from the Department of Agriculture. Participants in a service for which a Distinguished or Superior Service Award is made that are not employees of the Department will not be eligible for any award, but their contribution will be appropriately cited at the ceremony of presentation to the associated employee, employees, or unit with which they cooperated.

2. Eligibility Standards for the Distinguished Service Award

Any employee will be eligible for consideration for the Distinguished Service Award whose achievement constitutes a notably outstanding contribution to agriculture and to the public service. It is not possible to foresee all types of outstanding accomplishment through which an individual may distinguish himself in the various fields served by the Department of Agriculture, but the following illustrative examples will serve as a general guide:

- a. Outstanding service to agriculture and rural life.
- b. Major contribution to science.
- c. Outstanding skill in public administration.
- d. Distinguished authorship.
- e. Notably creative service.
- f. Heroic action.

Two or more employees may each receive awards for a distinguished achievement in which they share. The Distinguished Service Award (unit citation) will be presented when a team, project group, or organization unit accomplishes a distinguished achievement and it is not feasible to individually identify the participants or their respective contributions. Achievements considered but passed over by the Distinguished Service Awards Committee will be considered for the Superior Service Award. Employees retiring from the Service will not be awarded Distinguished Service Awards on the basis of long service. Determination of the eligibility of such employees for awards should be made at the time the performance justifies that action, and ordinarily should not be postponed until retirement.

3. Eligibility Standards for the Superior Service Award

Any employee will be eligible for consideration for the Superior Service Award as a result of service of unusual value beyond that ordinarily required. The Superior Service Award will be presented for meritorious performance, such as illustrated below:

- a. Meritorious service to agriculture and rural life.
- b. Valuable contribution to science.
- c. Effective public administration.
- d. Meritorious authorship.
- e. Unusual courage or competence in an emergency.
- f. Meritorious service of a creative nature.
- g. Meritorious execution of duties, establishing an exemplary record.
- h. Initiation of a suggestion that has resulted in important savings in money, time, materials, personnel, or equipment.

- i. Initiative in devising work methods that result in important savings in money, time, materials, personnel, or equipment.
- j. Achievement in improving the morale of employees with consequent improvement in work performance.

Two or more employees may each receive awards for a meritorious achievement in which they share. A Superior Service Award (unit citation) will be presented when a team, project group, or organization unit accomplishes a meritorious achievement and it is not feasible to individually identify the participants or their respective contributions. Employees retiring from the Service will not be awarded Superior Service Awards on the basis of long service. Determination of the eligibility of such employees for awards should be made at the time when performance justifies that action and ordinarily should not be postponed until retirement.

4. Eligibility for the Length-of-Service Award

a. General

Each employee who has completed 10 years of service or more in the Department may be recognized by a Length-of-Service Award after completion of his ten years and at 10-year intervals thereafter. Service will be computed on a net basis. Rolls of persons employed on a full-time basis will be prepared from existing service records. A person employed on an intermittent basis for a net total of 10 or more years may apply for a Length-of-Service Award; however, he shall in each case submit a statement of his service with the Department. Service in an agency prior to its incorporation in the Department will be considered eligible service. Time on military furlough from an agency of the Department will be considered as service with the Department.

b. Employees Who Leave the Department in the Future

When an employee who has more than 10 years of service in the Department leaves under honorable conditions, he shall, upon his request, be given a Length-of-Service certificate showing the exact number of years he has served.

c. Employees Who Have Already Left the Department

Employees who served 10 or more years in the Department and who have left under honorable conditions shall, upon their request, be given a Length-of-Service certificate showing the exact number of years they have served in the Department and the appropriate Length-of-Service pin.

C. Awards Committees

1. Distinguished Service Award Committee

A Distinguished Service Award Committee is appointed annually by the Secretary. It consists of three distinguished private citizens and three employees of the Department of Agriculture. Of the latter group, one is the Director of Personnel. The Committee recommends to the Secretary those persons and units that should receive Distinguished Service Awards.

2. Superior Service Award Committee

A Superior Service Award Committee is appointed annually by the Secretary. It consists of seven employees of the Department of Agriculture, including the Director of Personnel. The Committee recommends to the Secretary those persons and units that should receive Superior Service Awards.

3. Length-of-Service Determination

The Director of Personnel determines the eligibility of persons recommended for Length-of-Service Awards.

D. Nominations for Award

1. General

The FCS Incentive Awards Committee will make recommendations for honor awards to the Administrator by January 15 of each year. The Administrator will submit to the Director of Personnel on February 15 of each year, and at such other times as the Secretary may designate, recommendations for awards to his employees. Nominations for Length-of-Service Awards will be submitted on or before April 1. Any employee may recommend nomination of an employee to the agency head.

2. Distinguished Service and Superior Service Nominations

In the majority of instances the Department Committees will have no personal knowledge of the individual recommended, and while the information submitted need not be lengthy or drawn out, it should be complete and factual. Nominations failing to receive favorable consideration for one year's awards, may be resubmitted.

a. Form of Recommendations

Nominations shall be submitted in duplicate to the FCS Incentive Awards Committee. Nominations will be processed for submission after clearance with the Administrator. The following information should be furnished in the order shown.

- (1) Nomination for (Distinguished or Superior) Award.
- (2) Name of Agency.
- (3) Nominee's name (as it is intended to appear on award certificate).
- (4) Grade, designation, and salary.
- (5) Official headquarters.
- (6) Suggested citation (limited to approximately 30 words).
- (7) Detailed description of achievement. (Attach to recommendation a copy of nominee's position description).

b. Exhibit Material

Reference to published or other material compiled by the nominee need not be supported by the submission of the material itself. Such material should be available in the event it is requested by the Department Committees.

3. Length-of-Service Awards

a. For 40- and 50-Year Awards

A list by categories of the names of persons who have served a total of 40 or 50 years in the Department will be submitted by the Administrative Management Division to the U.S.D.A. Director of Personnel.

b. For 10-, 20-, and 30-Year Awards

The Administrative Management Division will submit a memorandum, showing the number of employees to receive each award, to the U.S.D.A. Director of Personnel.

c. Preparation and Submission of Nominations

- (1) The lists for 40- and 50-year awards should list separately those to receive 40-year awards and those to receive 50-year awards. Each list should be arranged alphabetically.
- (2) The nominations shall be made on or before April 1 for awards due May 15 of that year.

E. Presentation

Presentation of awards will be made with appropriate ceremony at such time as the Secretary may designate. Distinguished Service Awards and Superior Service Awards will be presented by the Secretary. Length-of-Service Awards will be presented by the Secretary or by the respective heads of agencies of the Department.

F. Review by Director of Personnel

Distinguished and Superior Service Awards will be reviewed by the Department Director of Personnel for possible nomination for Presidential Awards.

PART IX

PUBLICITY

PUBLICITY

Supervisors will discuss this Manual with employees. In addition, supervisors should be well informed of the program so that they will be alert to encourage employees to submit contributions and to report instances of outstanding service. Appropriate publicity will be given to awards in Department publications and in announcements or by other methods in the Service. Posters for display and other material for distribution will be issued to employees. Supervisors should publicize awards to their own employees to promote the program, indicate management support and provide general information.



